

SD/PSGE Organization Briefing Document—March 1995

PSGE Vision and Mission Statement

Vision

The Productive Sector Growth and Environment Division (PSGE) promotes African development by improving policies, programs and strategies for accelerated and environmentally sustainable economic growth. We do this through a program of research, analysis, and strategic field support in the areas of agriculture, the environment, natural resources management, and private sector development.

Mission Statement

PSGE works with USAID Missions and African institutions to:

- Conduct sectoral research and analysis in an interdisciplinary manner on issues that are directly relevant to Africans involved in the sustainable management of agriculture, natural resources, and the private sector.
- Integrate its research and analysis into Mission portfolios and African development strategies, leading to: 1) sustainable increases in agricultural growth; 2) the ability of Africa's private sector to respond to opportunities that will lead to greater employment and income; and 3) protection of the natural resources base upon which future growth depends.
- Support African economic and social development initiatives in areas where positive results can be expected to strengthen entrepreneurial agribusiness development and expand private sector opportunities.
- Help Missions and the USAID Africa Bureau monitor and evaluate people-level impacts that indicate progress toward the PSGE Vision and link lessons learned into the design of new activities.
- Provide opportunities for African collaboration in the design and implementation of specific research and analysis, including the dissemination of findings, in order to enhance the relevance and credibility of its research agenda and technical support while strengthening African development capability.
- **Collaborate with other donors, researchers, and nongovernmental and private voluntary organizations.**

G l o s s a r y o f A c r o n y m s a n d A b b r e v i a t i o n s

| | |
|------------------|---|
| ADS | African Development Support Project |
| AMA | Agricultural Marketing and Agribusiness (an ARTS/FARA technical unit, now incorporated into the PSD technical unit) |
| ANR | agricultural and natural resources sector |
| API | Assessment of Program Impact |
| ARTS | Office of Analysis, Research, and Technical Support (USAID/AFR; within the former Agency organization, prior to July 1994; now SD) |
| ARTS/EA | Division of Economic Analysis (now SD/SA) |
| ARTS/HHR | Division of Health and Human Resources (now SD/HRD) |
| ARTS/FARA | Division of Food, Agriculture, and Resources Analysis (now SD/PSGE) |
| CPSP | Country Program Strategic Plan |
| DFA | Development Fund for Africa |
| EDC | EROS Data Center (USGS) |
| ENV | Environmental Protection (SD/PSGE technical unit) |
| EW | early warning |
| FEWS | Famine Early Warning Systems Project |
| FFR | FEWS Field Representative |
| FSP | Food Security and Productivity (SD/PSGE technical unit) |
| G | Bureau for Global Programs, Field Support, and Research (USAID) |
| GAC | Global Area Coverage |
| GCC | Global Climate Change |
| GIS | Geographic Information Systems |
| ITCZ | Intertropical Convergence Zone |
| NASA | National Aeronautics and Space Administration |
| NDVI | Normalized Difference Vegetation Index |
| NGO | Nongovernmental Organization |
| NOAH | National Oceanic and Atmospheric Administration |
| NRM | Natural Resources Management (SD/PSGE technical unit) |

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|---------------------|--|
| ONI | Office of Operations and New Initiatives (USAID/AFR; within the former Agency organization, prior to July 1994; now incorporated into SD/PSGE's PSD unit) |
| PARTS | Policy, Analysis, Research, and Technical Support Project |
| PASA | Participating Agency Services Agreement |
| PSD | Private Sector Development (SD/PSGE technical unit) |
| PSSP | Private Sector Support Project |
| PVO | private voluntary organization |
| REDSO | Regional Economic Development Support Office (USAID) |
| RSSA | Resources Support Services Agreement |
| SD | Office of Sustainable Development (USAID/AFR) |
| SD/HRD | Human Resource and Democracy Division |
| SD/PSGE | Productive Sector Growth and Environment Division |
| SD/SA | Strategic Analysis Division |
| TDT | Technology Development and Transfer (SD/PSGE technical unit) |
| USAID | U.S. Agency for International Development |
| USAID/W | Washington, D.C. headquarters |
| USDA/FAS/ICD | U.S. Department of Agriculture / Foreign Agricultural Service / International Cooperation and Development |
| USGS | U.S. Geological Survey |
| WOCCU | World Council of Credit Unions, Inc. |

1. Functional Organization of SD/PSGE

Office of Sustainable Development

The Office of Sustainable Development (SD) is responsible for providing intellectual leadership and carrying out analysis and technical support in areas critical to forming the assistance strategies and programs for Africa of the U.S. Agency for International Development (USAID). Those areas include economics, private enterprise development, democracy and governance, agriculture, natural resources management, environment, health, population and AIDS, education, and institutional development. SD:

- Manages the strategic regional projects of USAID's Bureau for Africa (AFR) that are essential to achieving the four strategic objectives of the Development Fund for Africa (DFA) Action Plan, which most often have the development of African regional institutions or the execution of the Bureau's regional analytical initiatives as their purpose.
- Leads the Bureau's strategic thinking in its key technical areas.
- Provides the intellectual leadership within the Bureau for analysis and impact evaluations that measure progress toward achieving the Agency and DFA objectives.
- Serves as the principal liaison with the Agency's Global Bureau and other partners—U.S. universities, nongovernmental and private voluntary organizations, and the private commercial sector—in the USAID development program and on other social, economic and sectoral issues of concern to Africa.

In pursuit of these objectives, SD is the primary source of analytical and technical expertise for AFR and for the Agency's Missions in Africa.¹ SD is comprised of three divisions—Human Resources and Democracy (SD/HRD), Productive Sector Growth and Environment (SD/PSGE), and Strategic Analysis SD/SA).

Objective and Focus of SD/PSGE

Within SD, responsibility for making investments that will improve and promote sustainable increases in agricultural productivity, natural resources management, and private sector development rests with SD/PSGE.² Within this division, five Technical Units concentrate on:

SD was created as part of the 1994 reorganization of USAID, substantially a merger of two offices in the previous AFR organizational structure: the Office of Analysis, Research, and Technical Support (ARTS) and the Office of Operations and New Initiatives (ONI).

SD/PSGE continues much of the work previously part of the portfolios of the ARTS Division of Food, Agriculture, and Resources Analysis (ARTS/FARA) and the ONI Private Sector Division (ONI/PSD).

- Environmental Protection (ENV),
- Food Security and Productivity (FSP),
- Natural Resources Management (NRM),
- Private Sector Development (PSD), and
- Technology Development and Transfer (TDT).

These Technical Units function in accordance with the priority issues identified under three DFA strategic objectives: strengthening competitive markets; developing the potential for long-term increases in productivity; and improving food security. Consequently, critical issues that fall within, but are not limited to, the agriculture and natural resources sector (ANR), as well as private sector development, have been, and remain, major focus areas of SD/PSGE's research and assistance. Because ANR and private sector investment activities are integral to virtually all aspects of African life (economic, social, cultural and political), developments in these areas directly affect progress toward each of the DFA's strategic objectives.

Much of SD/PSGE's analytical and technical support is guided in accord with three central strategic frameworks.³ In line with these frameworks, SD/PSGE—working through and for the Africa Bureau and Missions, and with African institutions—exercises its technical leadership in the five Technical Units by:

- identifying and conducting research on critical sectoral and cross-sectoral issues;
- providing technical support on those issues;
- synthesizing cross-national experiences;
- monitoring, evaluating, and measuring project and program impact;
- disseminating lessons learned;
- developing sectoral data bases;
- helping Missions to establish systems for effective Assessments of Program Impact (API); and
- helping Missions to obtain technical support services.

SD/PSGE also helps to identify and advise USAID/W, field offices, other donors, and host countries on emerging trends and rapidly changing transitions and developments within agriculture, natural resources management, and private sector development.

The application of the frameworks to SD/PSGE's activities is developed in detail in the following documents: *A Strategic Framework for Promoting Agricultural Marketing and Agribusiness Development in Sub-Saharan Africa* (January 1992, PN-ABK-142), *Plan for Supporting Natural Resources Management in Sub-Saharan Africa: Regional Environmental Strategy for the Africa Bureau* (May 1992, PN-ABL-990), and *Preliminary Strategic Framework for Agricultural Technology Development and Transfer in Sub-Saharan Africa* (December 1992, PN-ABN-363).

2. SD/PSGE and the Africa Bureau Analytical Agenda

The Office of Sustainable Development uses an Analytical Agenda to order by priority the analytical and programmatic questions on which most SD resources focus. The Agenda encompasses all studies and analyses, including impact evaluations. As such, the Agenda is the major component of SD's annual work plan. It delineates the objectives of each task (analytical item), estimates the resources to be applied (human and financial), and approximates the time frame for accomplishing those tasks.

SD/PSGE has structured the Analytical Agenda items for which it is responsible under analytical themes within the division's five Technical Units. The following are the units' FY 1995 objectives and analytical themes:

Environmental Protection (ENV)

Objective

The Environmental Protection (ENV) unit focuses on: (1) environmental management capacity building, with emphasis on USAID Missions and nongovernmental and private voluntary organizations (NGOs/PVOs); (2) environmental impact review and monitoring to assess the short- and long-term interrelationships of development and environment; and (3) promotion of environmentally superior technologies and strategies. It does so with activities grouped under three themes:

1. Environmental protection for sustainable development;
2. Monitoring to improve understanding of environmental degradation and development impact; and
3. Improving environmental analysis and programming in the field.

Food Security and Productivity (FSP)

Objective

The overall objective of the Food Security and Productivity (FSP) unit is to analyze how best to improve sustainable agricultural productivity through individual or combined investments in technology development and transfer, agricultural marketing and agribusiness, and natural resources management. The focus is on sustainable increases in agricultural productivity, but recognizes that the increase of agricultural productivity is not an end in itself, but rather a means to increases in economic growth and food security. FSP works in close collaboration with the other technical units of SD/PSGE to help Missions and host countries (1) maximize the impact of their investments in the agricultural and natural resources sector to achieve sustainable increases in agricultural productivity; and (2) develop policies and investments

that enable the sector to contribute more to both economic growth and food security. These efforts are incorporated in the unit's three analytical themes:

1. Agricultural sector productivity and its contribution to sustainable economic growth;
2. Agricultural sector productivity and its contribution to food security (availability, access, and utilization); and
3. Agricultural policy reform and dissemination efforts.

Natural Resources Management (NRM)

Objective

The Natural Resources Management (NRM) unit conducts and facilitates analysis by and for Missions to enable the development of NRM programs that contribute to sustainable increases in rural productivity. This contributes to Africa Bureau and USAID objectives of supporting sustainable rural development through improved management of natural resources and the attainment of global environmental objectives (e.g., biodiversity conservation and mitigating global climate change), while promoting sustainable rural development. The NRM unit's overall objectives are to: (1) make use of the insights gained to date; (2) assist Missions in improving programs and taking credit for putting in place conditions for adoption of NRM; (3) develop approaches to tracking and monitoring change and people-level impact; and (4) improve the understanding in key analytic areas not fully covered in previous years. These efforts are incorporated in the unit's two analytical themes:

1. Establishing conditions for improved natural resources management; and
2. Collection and use of knowledge in natural resources management.

Private Sector Development (PSD)⁴

Objective

One goal of the Private Sector Development (PSD) Unit is to increase the efficiency of agricultural marketing systems in sub-Saharan Africa. Among other activities, the unit conducts analyses and assists Missions with issues related to the development of more efficient agricultural marketing systems in which effective private, indigenous agribusinesses are engaged in marketing activities. The analyses focus on: (1) the policy and regulatory environment; (2) the institutional and infrastructural environment and the services provided by those institutions; and (3) the capacity of indigenous agribusinesses and entrepreneurs to

PSD oversees the activities that result from a merger of two offices in the previous AFR organizational structure: the former ARTS/FARA, Agricultural Marketing and Agribusiness (AMA) unit, and the former ONI/PSD.

engage in marketing activities. These efforts are incorporated in the unit's two analytical themes:

1. Effectiveness of agribusiness development programs in sub-Saharan Africa; and
2. Relationship between agricultural marketing development and effective financial systems and services.

Technology Development and Transfer (TDT)

Objective

The Technology Development and Transfer (TDT) unit supports the objective of assisting national and regional research systems, USAID field Missions, and the Africa Bureau to develop African technology systems that will increase the generation and use of profitable and sustainable technology necessary to achieve sustainable increases in agricultural productivity. These efforts are incorporated in the unit's three themes:

1. Demand for and supply of technology;
2. Policy and institutional environment for TDT; and
3. Performance monitoring and impact assessment.

The Africa Bureau Analytical Agenda is reviewed and updated annually using a flexible, dynamic process that is both bottom-up and top-down. Candidate topics are solicited from a wide variety of interested parties both within and outside the Bureau. Each prospective topic is then channeled through the appropriate SD division. Mission and collaborating-organization inputs are also solicited to identify and discuss the primary sectoral and cross-sectoral candidates for the Analytical Agenda.

SD/PSGE and USAID Missions carry out the studies approved for the Analytical Agenda, either directly (with a combination of direct-hire and Resources Support Services Agreement (RSSA) staff), or more often, through the Bureau for Global Programs, Field Support, and Research (G), or other USAID entities working collaboratively with a variety of institutions. Studies frequently are funded jointly by SD/PSGE and Missions through buy-ins to a common G project. The results of each analysis or other project are reviewed by SD/PSGE and by Missions, and the results are fed back into the iterative development of the analytical issues and, more importantly, into the development of Mission strategies and programs.

3. SD/PSGE Organization and Staffing

Division Organizational Structure

The SD/PSGE organizational structure is presented in Figure 1. SD/PSGE is led by a division chief, who provides overall division management and representation, and project management, consisting of a project officer who provides operational oversight for the Policy, Analysis, Research, and Technical Support (PARTS) Project, and a senior RSSA (Resource Support Services Agreement), who provides management and representation for SD/PSGE's long-term technical advisors. SD/PSGE's five Technical Units comprise the primary organizational and supervisory structure within the division.

Technical working groups have also been established under SD/PSGE. These draw upon individuals from the Technical Units, G Bureau, and outside organizations—to provide peer review and address other cross-cutting Africa Bureau, SD, or SD/PSGE analytical and operational themes and issues.

SD/PSGE Technical Units

The division's five Technical Units have been formed in accordance with the principal analytical and operational theme areas that SD/PSGE addresses. These units also form the basis for the management of program resources under the primary projects within the division's portfolio. The ENV, FSP, NRM, and TDT units are funded by the PARTS Project. The PSD unit oversees the Private Sector Support Project (PSSP) and the World Council of Credit Unions, Inc. (WOCCU) project. (See section 5 for description of these projects.)

Each Technical Unit is responsible for developing an analytical and operational agenda for its area. As explained in the preceding chapter, these agendas consist of the sector themes and issues to be investigated. These activities, with designated SD/PSGE staff responsibilities and program resource needs, comprise the analytical and operational work plan for the Technical Unit.

The Technical Unit leader, who reports to the division chief, is the lead spokesperson for the Bureau in the area for which the unit is responsible. The unit leader is also responsible for development and overall management of the activities in the unit's analytical and operational area and for supervision of staff under the Technical Unit.

Project Management and PARTS-Funded Support

The SD/PSGE project management provides division-wide information systems, data base, dissemination, and administrative support. Project management manages the PARTS project and oversees the division's analytical and technical support contract with AMEX International, Inc.

Included in the analytical and technical support contract staff are a contract manager, operations officer, publication / dissemination officer, information management officer, data

information analyst, administrative assistant, and two secretaries. These staff are funded under the PARTS Project. They are housed in Rosslyn and work under the direct supervision of AMEX.

The RSSA long-term technical advisers, who are also funded under the PARTS Project and based in Rosslyn, work under the supervision of the senior RSSA and the U.S. Department of Agriculture / Foreign Agricultural Service / International Cooperation and Development (USDA/FAS/ICD).

4. Technical Responsibilities: Coordination & Networking

Within SD/PSGE, each officer has assigned technical specialty areas. These responsibilities are listed below, organized by Technical Unit. The designated officers provide leadership and coordination in these technical areas for major, Division functions.

| Person | Technical Responsibilities | Coordination Responsibilities |
|---|---|---|
| Division Management | | |
| Curt Reintsma (Division Chief) | Overall PSGE Division Personnel and operations management | PSGE Technical Units Sector analysis for program design Donors, international organizations, etc. |
| Doral Watts (PARTS Project Officer) | Project management & information management systems Research dissemination | Database and information management |
| Cheryl Christensen | RSSA personnel and operations management | Cross-unit analysis USDA |
| Environmental Protection (ENV) | | |
| John Gaudet (Technical Unit Leader) | Environmental review and approval Environmental regulations Biotechnology Desertification | USAID environmental officers ENV analytical agenda Environmental coordination with the World Bank International conventions |
| Dan Dworkin | Environmental monitoring | Environmental information projects Geographic Information Systems |
| Walter Knausenberger | Environmental assessment Environment and agriculture Integrated pest management Environmental training | G/EG/AFS Donors for environmental assessment coordination EPA/OIA Humanitarian assistance PVOs/NGOs |
| Food Security and Productivity (FSP) | | |
| Thomas M. Olson (Technical Unit Leader) | Agricultural sectoral economics Productivity & food | ANR sector strategy—AFR/DP, BHR/OFDA Agricultural sector indicators—AFR/DP, PPC/CDIE FSP analytical agenda |
| Brian D'Silva | Food security Regional integration Regional trade | AFR food security and country desks G/EG/AFS, BHR/OFDA, FFP REDSO/ESA coordination |

| | | |
|--|--|--|
| George Gardner | Agricultural productivity Agricultural trade, policies | G/EG/AFS USDA/ERS, International databases |
| Food Security and Productivity (FSP), Continued | | |
| (vacant position) | Food security | ---- |
| Natural Resources Management (NRM) | | |
| Phil Jones (Technical Unit Leader) | Natural resources management | AFR NRM Strategy—AFR, G NRM analytical agenda Coordination of collaborating institutions |
| Mike McGahuey | Agroforestry Soil conservation & fertility | G/ENR Sustainable agriculture projects USDA/Soil Conservation Service |
| Tony Pryor | Natural resources policy Energy | G/ENR NR policy and energy projects |
| Tim Resch | Tropical forestry Biodiversity and natural resources | G/ENR USDA/Forest Service, Department of the Interior, PVOs/NGOs, biodiversity grants Peace Corps, Global Climate Change |
| Private Sector Development (PSD) | | |
| Mike Unger (Senior Private Sector Adviser) | Private Sector Development | G/AFS, TDT USDA |
| Jerry Brown | Agricbusiness Development | TDT, G/AFS USDA/ERS/ARS |
| Charles D. Whyte | Agribusiness & marketing | G/EG/AFS USDA |
| Alex K. Bruks | Agricultural marketing | G/AFS, ENV, NRM USDA |
| (vacant position) | Rural Credit | ---- |
| Technology Development and Transfer (TDT) | | |
| vacant (Technical Unit Leader) | Technology development Technology transfer | AFR subsector strategy—AFR/DP, G, PPC Donors and international centers TDT analytical agenda |
| Jeff Hill | Technology development | G/EG/AFS Private-sector agriculture research |
| Menwuyellet Moussie | Technology transfer | G/EG/AFS |

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Economic and Special Activities

SD/SA Division,
African Fellows

5. SD/PSGE Division Projects

Policy, Analysis, Research, and Technical Support Project (698-0478)

In FY 1992, the Africa Bureau implemented a new support project—the Policy, Analysis, Research, and Technical Support (PARTS) Project—to provide a coordinated organizational focus for the Bureau’s activities in the agriculture and natural resources (ANR) sector over a six-year period. Initially part of the Bureau’s ARTS/FARA division, the PARTS Project lies within SD/PSGE as part of the 1994 AFR reorganization.

In FY 1992, the PARTS Project received an initial four-year authorization funding of approximately \$46.1 million. An estimated \$5.1 million of this was planned to come through Mission and REDSO buy-ins for long-term field staff, replacing the previous African Development Support (ADS) Project (698-0464) mechanism. A mid-term evaluation in the summer of 1994 positively reviewed the project and recommended its continuance for the entire six years originally envisioned.

PARTS incorporated and continues to provide some ongoing funding for the research and analytical elements of numerous previous Africa Bureau projects: Natural Resources Management Support (NRMS, 698-0467), Strengthening African Agricultural Research and Faculties of Agriculture (SAARFA, 698-0435), and some elements of the Africa Development Support (ADS) project. PARTS also supports high-priority information and analysis that did not specifically fall under one of the above projects.

By advancing the work of SD/PSGE, PARTS supports research and analysis leading to the design of more effective ANR sectoral strategies and specific investments to serve the needs of the Africa Bureau, USAID Missions, host-country government and private sector entities, and the African peoples whose development USAID is ultimately assisting. Much of the research in agriculture and natural resources that USAID-assisted projects and programs use in the coming years will originate and be funded in the field. Nevertheless, SD/PSGE has a key role to play in catalyzing, building upon, and supplementing these efforts to increase the relevance and utility of the information provided.

Project Purpose

The PARTS Project’s purpose is to increase the utilization of information and analysis for ANR policies, programs, and projects in sub-Saharan Africa. Toward that end, PARTS supports strategic analyses and information activities needed by the project clients to develop, implement, and measure the impact of USAID-supported ANR activities in sub-Saharan Africa.

The PARTS Project Paper specifies the following indicators, which will exist if the project achieves its purpose:

- PARTS-generated information and analysis will have been used by project clients to influence or shape policies, strategies, allocation decisions, and projects in at least 25 African countries.

- In collaboration with project clients, all Missions with ANR programs will be using strategic frameworks, DFA indicators, and other PARTS products to support policy dialogue and reform in the ANR sector.
- All Bureau and field investment decisions in agriculture and natural resources will be based on policy and program priorities determined by sector assessments or other appropriate analyses.

Project Outputs

The PARTS Project has four specific components:

- Research and analyses on critical sectoral and cross-sectoral studies and impact evaluations, country- and region-specific studies, and research grants (implementation of the Analytical Agenda);
- Identification, development, adaptation, and/or testing of analytical tools, methodologies, and indicators to more cost-effectively identify priority data needs, collect the data, analyze it, transform it into information packages that are understandable to decision makers, and deliver the information to the appropriate users in a timely fashion;
- An ANR information dissemination and management system that is compatible with other projects and data bases to facilitate country-level collection, reporting, and feedback and that includes strengthened institutional mechanisms to facilitate effective two-way information flow (solicitation of information needs, packaging, dissemination, etc.); and
- A collaborative analytical process in place permitting ANR priorities and agenda to be set and implemented in coordination with USAID field offices and other project clients and permitting ANR personnel to initiate analytical work and to use project-generated research and analysis.

Project Inputs

Most project inputs are used to fund the technical support required of the Bureau, its field offices, and host countries for the project activities (CPSPs, APIs, data bases, sector assessments, evaluations, etc.). The technical support—primarily, analysis and research under the Africa Bureau Analytical Agenda—is conducted by various public and private institutions through Agency contracts, grants, and cooperative agreements. It also includes some long-term support provided to SD/PSGE with core funding and to REDSOs and Missions funded through ADS-type buy-ins for long-term, field-based technical advisers.

PARTS analysis and research are undertaken through R&D Bureau cooperative agreements and contracts to which Missions can also buy-in. Thus, no Mission buy-ins for such activities are incorporated into PARTS.

Private Sector Development (PSD) Unit

Private Sector Support Project (698-0544)

In FY 1994, the Africa Bureau implemented the Private Sector Support Project (PSSP) to improve the climate and capability for the economic and social development of sub-Saharan Africa's poor majority. Funding for the six-year, \$32 million project is appropriated from the Development Fund for Africa (DFA). Initially part of the Bureau's ONI/PSD division, PSSP lies within SD/PSGE as part of the 1994 AFR reorganization.

The project's principal activities augment Mission capacities to deliver technical assistance to improve the enabling environment, to increase institutional capacity in business and professional organizations and in organizations working with the informal sector, and to further the development of the financial sector.

One of PSSP's major contributions is to establish a flexible mechanism by which the Missions can get access quickly to resources in priority areas; it is designed to provide quick response to Mission needs. Through established contracts and buy-ins, the project is able to provide resources on a task-order request basis.

Project Purpose

The purpose of the project, which is consistent with the DFA strategic objectives, is to strengthen the ability of Africa's private sector to be responsive to opportunities to provide greater employment and income for Africans. This objective will be achieved by putting in place resources and a quick and flexible mechanism to provide initiatives in priority areas that strengthen entrepreneurial development and expansion of private opportunities in general, and strengthen USAID Mission private sector opportunities in particular.

Project Outputs

PSSP has three major components:

- Policy, legal and regulatory reform;
- Institutional development; and
- Financial sector development.

In addition, the project addresses the question of impact, both direct and indirect, of private sector interventions on economic growth and social development in sub-Saharan Africa. The project serves as a clearing house for liberalizing ideas and is a synergy between private investment and democracy, thereby helping to diffuse such liberalizing concepts, broaden the societal participatory base, and further participatory democracies.

Project Inputs

Much of the work of PSSP is done through short- and long-term technical assistance contracts funded by core funds under the project or through Mission controlled funding (buy-ins, OYB transfers, etc.). In order to leverage the project's limited resources, technical assistance will also be supplied through participation in other USAID projects, particularly the Bureau for Global Programs, Field Support, and Research.

Funds are made available on a grant basis for institutional capacity building in small- and medium-size enterprise development or for business associations. They are administered through contracts with private consulting firms or cooperative and participating agreements with other U.S. government agencies or international donors, which includes technical assistance.

"In-service" training services facilitate contracts between entrepreneurs in Africa, and expose business and government planners working on business development to new approaches to entrepreneurship promotion. Limited commodity assistance is financed through the technical assistance contracts.

World Council of Credit Unions

The Financial and Institutional Rehabilitation of African Credit Unions, a jointly-sponsored proposed project by the World Council for Credit Unions (WOCCU) and the African Confederation of Savings & Credit Associations (ACCOSCA), is a follow-on to an earlier, jointly sponsored five-year effort scheduled to terminate in FY 1994. An authorization of \$4 million in USAID development grant funds for the project, will be allocated by USAID and administered through ACCOSCA over a period of five years ending in FY 1997. Initially part of the Bureau's ONI/PSD division, the project, referred to as WOCCU, lies within SD/PSGE as part of the 1994 AFR reorganization.

The concept of WOCCU is to develop a package of policies, products and services for individual African credit unions that will render them more competitive in the financial marketplace, and thus able to enjoy rapid growth. These policies, products and services will then be made available to a selection of the strongest and most progressive credit unions in Africa. The plan is to provide intense support to a select sample of 10 such leading credit unions in each of the eight African countries jointly selected by USAID and WOCCU.

Project Purpose

The purpose of the project is to assist selected, high-potential credit unions to significantly improve their performance and service delivery capacity through institutional strengthening, and improved

services, products, safety and soundness. WOCCU's goal is to increase private financial market effectiveness and opportunities available to low- and middle-income Africans, to enable them to improve their socioeconomic conditions, by improving the availability, quality and performance of credit unions services.

Three indications of goal achievements will be 1.) a 50 percent increase in average savings account balances in participating credit unions, 2.) an average loan amount of \$500, and 3.) a 20 percent increase in the ratio of credit union loans for productive (nonconsumption) purposes.

Project Outputs

WOCCU will have several specific components, including:

- Credit union members and general public will value and trust the credit unions increased services;
- Pricing margins at credit union level will be adequate to maintain self-sufficiency;
- Credit unions and national associations will be willing to adopt the market model;
- Project staff will have adequate data base skills and record-keeping ability;
- Adequately-prepared staff will be recruited and trained;
- A package of technical assistance to credit unions developed and received on schedule;
- A technical advisor will be obtained on time and at budgeted amounts; and
- Dissemination of results will provide a catalyst to encourage widespread adoption of the market model.

Project Inputs

Most of the project funding for WOCCU will be used to support on-site technical assistance, and to provide institutional support to ACCOSCA and affiliated African national associations and credit union.

Appendix A

SD/PSGE Telephone / Internet Listing

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| David Gately | DGATELY@USAID.GOV | 703-235-5276 |
| Linda Jenifer | LJENIFER@USAID.GOV | 703-235-4081 |
| Bradley Rymph | BRYMPH@USAID.GOV | 703-235-9540 |
| Patricia Carey, Secretary | PCAREY@USAID.GOV | 703-235-5436 |
| FAX number | | 703-235-5064 |

Appendix B

SD/PSGE Biodata Summary Sheets

Division Management

NAME: Curt Reintsma

TITLE OF PRESENT POSITION: Division Chief, SD/PSGE

ACTUAL FUNCTION TITLE: Supervisory Agricultural Development Officer

| <u>EDUCATION INSTITUTION</u> | <u>DEGREE</u> | <u>MAJOR AREAS OF STUDIES</u> |
|------------------------------|---------------|-------------------------------|
| University of Wisconsin | M.A. | Agricultural Economics |
| University of Texas | B.A. | Political Science |

TECHNICAL EXPERIENCE

| | |
|--------------|---|
| 1993-Present | Chief, SD/PSGE |
| 1992-1993 | Deputy Chief, ARTS/FARA |
| 1989-1992 | S/ADO, USAID/Lesotho |
| 1987-1989 | Project Development Officer, Africa Bureau |
| 1984-1987 | Agricultural Economist, Ag. and Rural Development Office, Africa Bureau |
| 1982-1984 | Chief of Party, USAID Agricultural Sector Studies Project, Zaire |
| 1978-1982 | Project Director, Food Storage and Marketing Project, USAID/Rwanda |
| 1977-1978 | Research Assistant, Land Tenure Center, University of Wisconsin |
| 1973-1974 | Development Officer, Ministry of Agriculture, Government of Mauritius |
| 1970-1973 | Peace Corps Volunteer, Ministry of Coops, Mauritius |

NAME: Cheryl Christensen

TITLE OF PRESENT POSITION: Senior RSSA

ACTUAL FUNCTION TITLE: Agricultural Development Officer

| <u>Education Institution</u> | <u>Degree</u> | <u>Major Areas of Study</u> |
|---|---------------|--|
| Massachusetts Institute of Technology (MIT) | Ph.D. | Political Science International Political Economy African Politics and Development |
| University of Minnesota | B.A. | Political Science |

Technical Experience

| | |
|--------------|--|
| 1994-Present | Senior RSSA, SD/PSGE |
| 1990-1994 | International Programs Coordinator, Economic Research Services, USDA |
| 1988-1990 | Senior Economist, Abt Associates |
| 1987-1988 | Director of Technology and Staff Analysis, Resources and Technology Division, Economic Research Services, USDA |
| 1986-1987 | Branch Chief, Western Europe Branch, International Economics Division, Economic Research Services, USDA |
| 1980-1986 | Branch Chief, African/Middle East Branch, International Economics Division, Economic Research Services, USDA |
| 1981-1987 | Assistant Professor, Department of Government and Politics, University of Maryland/College Park |
| 1972-1975 | Assistant Professor, University of Pittsburgh |
| 1971-1972 | Research Associate, University of Edinburgh, U.K. |
| 1970-1971 | Teaching Assistant, Makerere University, Kampala, Uganda |
| 1969-1969 | Research Assistant, Institute for Advanced Study in Behavior and Social Science, Palo Alto, California |
| 1968-1968 | Research Assistant, Computer Content Analysis Project, MIT |
| 1966-1968 | Research Assistant, University of Minnesota |

Economics and Special Activities

NAME: Chung-Chi Lu

TITLE OF PRESENT POSITION: Economics and Special Activities Advisor

ACTUAL FUNCTION TITLE: Agricultural Development Officer

| <u>EDUCATION INSTITUTION</u> | <u>DEGREE</u> | <u>MAJOR AREAS OF STUDIES</u> |
|--|---------------|-------------------------------|
| Iowa State University | Ph.D. | Agricultural Economics |
| Iowa State University | M.S. | Agricultural Economics |
| Taiwan National Chung-Hsing University | B.A. | Economics |

TECHNICAL EXPERIENCE

1994-Present Agricultural Development Officer, SD/PSGE
1993-1994 Agricultural Economist / Agricultural Development Officer, USAID, Bureau for Research and Development (R&D)
1989-1993 Agricultural Economist, USAID: R&D (1992-1993); Science and Technology Bureau (1989-1992)
1984-1988 Agricultural Economist and Project Manager, USAID/Bangladesh
1980-1984 Agricultural Economist, USAID, Bureau for Asia
1980 Consultant Agricultural Economist, International Fund for Agricultural Development, Italy
1978-1980 Economists, United Nations FAO, Italy
1977-1978 Research Fellow, Tam Kang University, Taipei, Taiwan
1977 Consultant International Economist, Organization of American States (OAS), Washington, D.C.
1975-1976 Consultant International Economist, World Bank, Washington, D.C.
1975 Consultant Agricultural Economist, World Bank / FAO, Washington, D.C.
1974-1975 Consultant Economist, Washington, D.C.
1973-1974 Assistant Professor of Economics, Campbellsville College, Kentucky
1973 Agricultural Economist, Iowa State University, Iowa
1972-1973 Research Analyst, Iowa State University, Iowa
1966-1972 Graduate Research Assistant, Iowa State University, Iowa
1962-1964 Teacher, Chiming High School, Yangme, Taiwan

ENV Unit

Name: John J. Gaudet

TITLE OF PRESENT POSITION: Environment Unit Leader

ACTUAL FUNCTION TITLE: Africa Bureau Environmental Coordinator

| <u>EDUCATION INSTITUTION</u> | <u>DEGREE</u> | <u>MAJOR AREAS OF STUDIES</u> |
|------------------------------------|---------------|-----------------------------------|
| University of California, Berkeley | Ph.D. | Plant Physiology and Ecology |
| University of Rhode Island | M.S. | Plant Biology and Aquatic Ecology |
| University of Rhode Island | B.S. | Botany and Zoology |

TECHNICAL EXPERIENCE

1987-Present Environmental Coordinator, USAID Africa Bureau, SD/PSGE
1979-1987 USAID Regional Environmental Officer, REDSO/ESA, Nairobi, Kenya.

Consultant for various engineering corporations.

1973-1979 Senior Lecturer in Tropical Plant Ecology, University of Nairobi, Nairobi, Kenya
1971-1973 Senior Lecturer in Tropical Aquatic Ecology, Makerere University, Kampala, Uganda
1963-1971 Assistant Professor in Ecology, State University of New York at Stony Brook
1965 Fulbright Fellowship to the University of Maylaya

NAME: Dan Dworkin

TITLE OF PRESENT POSITION: Environmental Information Systems Advisor

ACTUAL FUNCTION TITLE: Same

| <u>EDUCATION INSTITUTION</u> | <u>DEGREE</u> | <u>MAJOR AREAS OF STUDIES</u> |
|------------------------------|---------------|-------------------------------|
| Clark University | Ph.D. | Geography |
| Clark University | M.S. | Geography |
| Clark University | B.S. | Social Sciences |

TECHNICAL EXPERIENCE

| | |
|--------------|---|
| 1991-Present | Environmental Systems Advisor, SD/PSGE |
| 1987-1991 | Geographer and Social Science Advisor, S&T/RD/RRD Seconded from the Office of Arid Lands Studies, University of Arizona |
| 1982-1985 | International Director, GIS/Remote Sensing, IRIS International |
| 1978-1982 | Geographer and Environmental Advisor, PPC/E/S. Seconded as Associate Professor from Clark University |
| 1977-1978 | Assistant Professor of Geography, Southern Illinois University |
| 1974-1977 | Research Associate, Holcomb Research Institute |

NAME: Walter I. Knausenberger

TITLE OF PRESENT POSITION: Environmental Analyst and Advisor

ACTUAL FUNCTION TITLE: Environmental Assessment/Monitoring Specialist

| <u>EDUCATION INSTITUTION</u> | <u>DEGREE</u> | <u>MAJOR AREAS OF STUDIES</u> |
|--|---------------|-------------------------------------|
| Virginia Polytechnic Institute & State University | Ph.D. | Entomology, Ecology and Systematics |
| Virginia Polytechnic Institute & State University | M.S. | Entomology, Aquatic Biology |
| Pennsylvania State University | B.S. | Biophysics |

TECHNICAL EXPERIENCE

| | |
|--------------|---|
| 1991-Present | Environmental Analyst & Advisor, SD/PSGE |
| 1989-1991 | Pest Management Advisor to AELGA, AFR/TR/ANR |
| 1988-1989 | Secretary, Caribbean Food Crops Society |
| 1985-1989 | Program Leader, Natural Resources, and Pest Management Specialist, V.I. Cooperative Extension Service, University of the Virgin Islands (Eastern Caribbean) |
| 1980-1985 | Pest Management Specialist, V.I. Cooperative Extension Service and V.I. Agricultural Experiment Station, University of the Virgin Islands |
| 1979-1980 | Extension Entomologist, University of the Virgin Islands |

FSP Unit

NAME: Thomas M. Olson

TITLE OF PRESENT POSITION: Food Security and Productivity Unit Leader

ACTUAL FUNCTION TITLE: Agricultural Economics Officer

| <u>EDUCATION INSTITUTION</u> | <u>DEGREE</u> | <u>MAJOR AREAS OF STUDIES</u> |
|------------------------------|---------------|----------------------------------|
| Michigan State University | Ph.D. | Agricultural Economics |
| U. of Wisconsin, Madison | M.A. | Public Policy and Administration |
| U. of Wisconsin, Madison | B.S. | English |

TECHNICAL EXPERIENCE

| | |
|--------------|--|
| 1993-Present | Leader, Food Security and Productivity Unit, SD/PSGE |
| 1991-1993 | Agriculture Policy Analyst Specialist, NE/DR/PI, USAID/W |
| 1987-1991 | Chief, Economic and Policy Analysis Division, Office of Agriculture, USAID/Islamabad |
| 1983-1987 | Agricultural Economist, USAID/Niamey |
| 1982-1983 | Agricultural Economist, AFR/TR (and FSI French), USAID/W |
| 1978-1982 | Chief, Livelihood Group, International Institute of Rural Reconstruction, Cavite, Philippines |
| 1975-1978 | Research/Teaching Assistant, Michigan State University, East Lansing, Michigan |
| 1974-1975 | Research Assistant, MUCIA Technical Assistance Team to Thailand Ministry of Agriculture, Bangkok, Thailand |
| 1973-1974 | Economist, Civil Aeronautics Board, Washington, D.C. |
| 1968-1971 | Peace Corps Volunteer, Thailand |

NAME: Brian C. D'Silva

TITLE OF PRESENT POSITION: Food Security and Agricultural Productivity Advisor

ACTUAL FUNCTION TITLE: Same

| <u>EDUCATION INSTITUTION</u> | <u>DEGREE</u> | <u>MAJOR AREAS OF STUDIES</u> |
|------------------------------|---------------|--------------------------------|
| Iowa State University | Ph.D. | Agricultural Economics |
| Iowa State University | M.S. | Economics |
| Iowa State University | B.S. | Computer Science and Economics |

TECHNICAL EXPERIENCE

| | |
|--------------|--|
| 1992-Present | Food Security and Ag. Productivity Advisor, SD/PSGE |
| 1990-1992 | Agricultural Economist, USDA/ERS; worked on Assessment of Southern African drought, famine mitigation in Ethiopia, regional trade in South East Asia |
| 1987-1990 | Agricultural Economist, USAID/Sudan (under PASA agreement with USDA/ERS); directed "Policy Analysis of Irrigated Sector and Links to Macroeconomy" study; directed Agricultural Data Analysis Project in Zimbabwe. |
| 1984-1987 | Agricultural Economist, USDA/ERS; worked on research related to Eastern and Southern Africa. |
| 1982-1984 | Ford Foundation Visiting Professor, University of Khartoum, Sudan; worked on developing M.S. program in agricultural economics |
| 1980-1982 | Agricultural Economist, USDA/ERS; worked on research related to W. Africa |
| 1978-1980 | Lecturer, Department of Agricultural Economics, Institute for Agricultural Research, Ahmadu Bello University, Zaria, Nigeria; taught and did research on farming systems in northern Nigeria |

NAME: George Gardner

TITLE OF PRESENT POSITION: Agricultural Policy Analyst

ACTUAL FUNCTION TITLE: Agricultural Economist

| <u>EDUCATION INSTITUTION</u> | <u>DEGREE</u> | <u>MAJOR AREAS OF STUDIES</u> |
|------------------------------|---------------|---|
| Cornell University | Ph.D. | Agricultural Economics, Development Economics |
| Auburn University | M.S. | Agricultural Economics, Rural Sociology |
| Auburn University | B.S. | Business Administration, Economics |

TECHNICAL EXPERIENCE

| | |
|--------------|--|
| 1989-Present | Agricultural Policy Analyst, SD/PSGE |
| 1984-1989 | Agricultural Economist, USDA/ERS/ATAD |
| 1980-1984 | Rural Development Officer, USAID/NE/TECH |
| 1978-1980 | Assistant Professor, New Mexico State University |
| 1976-1978 | Research Associate, Cornell University |

NRM Unit

NAME: Phil Jones

TITLE OF PRESENT POSITION: Natural Resources Management Unit Leader

ACTUAL FUNCTION TITLE: Natural Resource Officer

| <u>EDUCATION INSTITUTION</u> | <u>DEGREE</u> | <u>MAJOR AREAS OF STUDIES</u> |
|------------------------------|---------------|-------------------------------|
| Sam Houston State University | Masters | Agriculture |
| Texas Tech University | B.S. | Agriculture |

TECHNICAL EXPERIENCE

| | |
|--------------|---|
| 1993-Present | Leader, Natural Resources Management Unit, SD/PSGE |
| 1989-1993 | USAID Agricultural and Natural Resources Officer, Senegal |
| 1985-1988 | Agriculture Specialist, Soil Conservation Service/Peace Corps, Washington |
| 1980-1984 | Associate Peace Corps, Director Agriculture, Kenya |
| 1977-1980 | USDA Soil Conservation Service, Texas |
| 1974-1976 | Peace Corps Volunteer, Cattle Extension, Brazil |

NAME: Michael McGahuey

TITLE OF PRESENT POSITION: Agroforestry/Natural Resource Advisor

ACTUAL FUNCTION TITLE: Same

| <u>EDUCATION INSTITUTION</u> | <u>DEGREE</u> | <u>MAJOR AREAS OF STUDIES</u> |
|------------------------------|---------------|-------------------------------|
| Oregon State University | M.S. | Agronomic Crop Science/Soils |
| Oregon State University | B.S. | Agronomic Crop Science/Soils |

TECHNICAL EXPERIENCE

| | |
|--------------|--|
| 1987-Present | Agroforestry/Natural Resource Advisor, SD/PSGE |
| 1985-1987 | Agroforestry Specialist, Chemonics International, Consulting Division |
| 1980-1985 | Oregon State University, Student-emphasis on crop physiology and nutrition, and plant-soil-water relationships |
| 1985 | Formulated UNSO forestry project, Somalia |
| 1984 | Evaluated USAID/Guinea Fouta Djallon Forestry Project |
| 1982 | Formulated CARE/Sudan Eastern Province Forestry Project |
| 1975-1980 | CARE/Chad <u>Acacia albida</u> Project |
| 1968-1972 | Peace Corps Volunteer, Forestry, Niger |

NAME: C. Anthony Pryor

TITLE OF PRESENT POSITION: Natural Resource and Energy Policy Advisor

ACTUAL FUNCTION TITLE: Same

| <u>EDUCATION INSTITUTION</u> | <u>DEGREE</u> | <u>MAJOR AREAS OF STUDIES</u> |
|--------------------------------|---------------|---|
| Johns Hopkins University, SAIS | M.S. | International economics/environmental economics |
| Franklin and Marshall | B.A. | Government/law |

TECHNICAL EXPERIENCE

| | |
|--------------|---|
| 1990-Present | Natural Resource and Energy Policy Advisor, SD/PSGE |
| 1988-1990 | Project Development Officer, Environment Officer and Forestry Advisor, USAID/Sudan |
| 1983-1987 | Regional Energy and Natural Resource Advisor, REDSO/ESA |
| 1981-1983 | Consultant, Rockefeller Foundation, IDRC, Carnegie Corporation |
| 1980-1982 | Chair, NGO Committee for UN Conference on New and Renewable Sources of Energy |
| 1977-1981 | Research Fellow, Environmental Sciences and International Relations Divisions, Rockefeller Foundation |
| 1975-1977 | Research Assistant, Resources for the Future |
| 1974-1975 | Research Assistant, Woodrow Wilson International Center for Scholars |

NAME: Tim Resch

TITLE OF PRESENT POSITION: Tropical Forestry and Biological Diversity Advisor

ACTUAL FUNCTION TITLE: Natural Resources Analyst

| <u>EDUCATION INSTITUTION</u> | <u>DEGREE</u> | <u>MAJOR AREAS OF STUDIES</u> |
|------------------------------|---------------|-------------------------------|
| Colorado State University | M.S. | Silviculture (Forestation) |
| University of Minnesota | B.S. | Forest Resources Management |

TECHNICAL EXPERIENCE:

| | |
|--------------|---|
| 1990-Present | Tropical Forestry and Biological Diversity Advisor, SD/PSGE |
| 1986-1990 | Food Aid and Voluntary Assistance Coordinator, USDA/FS Forestry Support Program |
| 1981-1986 | Coordinator for Africa, USDA/FS Forestry Support Program |
| 1976-1981 | Forest Management Specialist, State of South Dakota Division of Forestry |
| 1970-1974 | Peace Corps Volunteer, Research Forestry, Morocco |

PSD Unit

NAME: Michael L. Unger

TITLE OF PRESENT POSITION: Private Sector Development Senior Advisor

ACTUAL FUNCTION TITLE: Chief Financial Economist

| <u>EDUCATION INSTITUTION</u> | <u>DEGREE</u> | <u>MAJOR AREAS OF STUDIES</u> |
|------------------------------|---------------|-------------------------------|
| Harvard University | P.M.D | Management Development |
| Washington University | M.A. | Economics |
| Ohio State University | B.S. | History and Economics |

TECHNICAL EXPERIENCE

| | |
|--------------|--|
| 1994-Present | Private Sector Development Senior Advisor, SD/PSGE |
| 1991-1994 | Chief, Private Sector Division, USAID/AFR/ONI |
| 1988-1991 | Chief Financial Economist, USAID/PRE |
| 1984-1988 | Senior International Economist, USAID, Bureau for Program and Policy Coordination, Office of Economic Affairs |
| 1974-1984 | International Financial Economist, Federal Home Loan Bank Board, Office of Policy and Economic Research, Washington, D.C. |
| 1973-1974 | Special Assistant to Director, Nuclear Regulatory Commission, Washington, D.C. |
| 1971-1973 | International Economist, U.S. Treasury Department, Office of the Assistant Secretary for International Affairs, Washington, D.C. |

NAME: Jerry Brown

TITLE OF PRESENT POSITION: Agribusiness Advisor

ACTUAL FUNCTION TITLE: Agribusiness Advisor

| <u>EDUCATION INSTITUTION</u> | <u>DEGREE</u> | <u>MAJOR AREAS OF STUDIES</u> |
|------------------------------|---------------|-------------------------------|
| Johns Hopkins University | MIPP | International Public Policy |
| Wagner College | B.A. | African and European History |

TECHNICAL EXPERIENCE

| | |
|--------------|---|
| 1994-Present | Agribusiness Advisor, SD/PSGE |
| 1992-1994 | Agribusiness Advisor, USAID/AFR/ONI |
| 1989-1991 | Agricultural Technology Advisor, USDA/ICD, Food Industries Division |
| 1987-1989 | Acting Program Leader, USDA/ICD, Food Industries Division, Trade and Investment Program |
| 1985-1987 | Agricultural Marketing Specialist, USDA/ICD, Private Sector Relations Office |
| 1984-1985 | Trade Specialist, USDA/ICD, International Trade Division |
| 1982-1983 | Acting Peace Corps Director, Niamey, Niger |
| 1978-1981 | Associate Peace Corps Director, Education, Niamey, Niger |
| 1977-1978 | Teacher, French and German, Philadelphia, Pennsylvania |
| 1972-1975 | Peace Corps Volunteer, Education, Cameroon |

NAME: Alex K. Bruks

TITLE OF PRESENT POSITION: Agricultural Marketing Advisor

ACTUAL FUNCTION TITLE: Agricultural Marketing Analyst

| <u>EDUCATION INSTITUTION</u> | <u>DEGREE</u> | <u>MAJOR AREAS OF STUDIES</u> |
|------------------------------|---------------|----------------------------------|
| Ohio State University | M.S. | Agricultural Business Management |
| Manchester College (Indiana) | B.S. | Economics |

TECHNICAL EXPERIENCE

| | |
|--------------|--|
| 1995-Present | Agricultural Marketing Advisor, SD/PSGE |
| 1993-1994 | President, Tradeworld Limited, Crofton, Maryland |
| 1986-1993 | President, Bruks International Market, Takoma Park, Maryland |
| 1990-1993 | Agricultural Marketing Specialist (Asst. Branch Chief)—Export Program Survey and Review Branch, USDA/FAS, Washington, D.C. |
| 1989-1990 | Agricultural Marketing Specialist Export Sales and Program Operations Branch, USDA/FAS, Washington, D.C. |
| 1988-1989 | Agricultural Economist, Operations Division, USDA/FAS, Washington, D.C. |
| 1986-1988 | Agricultural Economist, Tobacco, Cotton and Seeds Division, USDA/FAS, Washington, D.C. |
| 1986 | Country Executive Director, Agricultural Stabilization and Conservation Service, USDA/FAS, Washington, D.C. |
| 1983-1985 | Senior Loan Officer, Agricultural Development Bank, Kumasi, Ghana |
| 1981-1983 | Processing Manager, Daylay Egg Farm, Raymond, Ohio |
| 1980-1981 | Farm Manager, Daylay Egg Farm, Raymond, Ohio |

NAME: Charles D. Whyte

TITLE OF PRESENT POSITION: Agribusiness Advisor

ACTUAL FUNCTION TITLE: Agribusiness and Agricultural Marketing Analyst

| <u>EDUCATION INSTITUTION</u> | <u>DEGREE</u> | <u>MAJOR AREAS OF STUDIES</u> |
|------------------------------|---------------|--|
| Ohio State University | Ph.D. | Agricultural Economics International/Development Economics |
| Ohio State University | M.S. | Agricultural Economics |
| Prairie View A&M University | B.S. | Agriculture/Economics |

TECHNICAL EXPERIENCE

1994 - Present Agribusiness Advisor, SD/PSGE

1987 - 1999 Director, Virginia Business Development Center & Professor of Economics, Virginia State University

1984 - 1987 Director of International/Federal Relations and Professor of Economics, Virginia State University

1979 - 1984 Project Chief of Party, USAID-funded Egerton College Expansion, Njoro, Kenya

1977 - 1979 Consultant, USAID/S&T and BIFAD

1974 - 1979 Assistant Director, Bureau of Economic Research and Development, and Professor of Economics, Virginia State University

1973 - 1974 Associate Professor of Economics and Business Administration, SUNY at Fredonia

1972 - 1973 Senior Economist and Brookings Economic Policy Fellow, World Bank and Brookings Institution

1970 - 1972 Acting Department Chair and Assistant Professor, Economics and Business Administration, SUNY, at Fredonia

1969 - 1970 Assistant Professor of Economics, SUNY at Fredonia

1966 - 1969 Research Associate, Department of Agricultural Economics and Rural Sociology, Ohio State University

1964 - 1966 Research Assistant, Department of Agricultural Economics and Rural Sociology, Ohio State University

TDT Unit

NAME: Jeff Hill

TITLE OF PRESENT POSITION: Agricultural Research Advisor and Analyst

ACTUAL FUNCTION TITLE: Agricultural Economist

| <u>EDUCATION INSTITUTION</u> | <u>DEGREE</u> | <u>MAJOR AREAS OF STUDIES</u> |
|---------------------------------|---------------|-------------------------------------|
| University of California, Davis | M.S. | Agronomy and Agricultural Economics |
| Weber State College | B.S. | Public Administration |

TECHNICAL EXPERIENCE

| | |
|--------------|---|
| 1991-Present | Agricultural Research Advisor and Analyst, SD/PSGE |
| 1986-1990 | Program Advisor, Cashew and Coconut Tree Crops Project, The World Bank, Tanzania |
| 1986 | Monitoring and Evaluation Consultant, The World Bank |
| 1983-1986 | Senior Evaluation Officer, Kano State Agricultural Development Project, The World Bank, Nigeria |
| 1979-1982 | Research Associate, Department of Agricultural Economics, University of California, Davis |
| 1976-1978 | Associate Peace Corps Director, Agriculture, Sierra Leone |
| 1974-1976 | Peace Corps Volunteer, Agriculture, Sierra Leone |

NAME: Menwuyellet Moussie

TITLE OF PRESENT POSITION: Technology Transfer Advisor

ACTUAL FUNCTION TITLE: Agricultural Economist

| <u>EDUCATION INSTITUTION</u> | <u>DEGREE</u> | <u>MAJOR AREAS OF STUDIES</u> |
|------------------------------|---------------|-----------------------------------|
| University of Florida | Ph.D. | Agricultural Economics |
| University of Florida | M.S. | Agricultural Economics |
| Hail Selaissie I University | B.BA. | Accounting & Financial Management |

TECHNICAL EXPERIENCE

| | |
|--------------|--|
| 1993-Present | Technology Transfer Advisor, SD/PSGE |
| 1991-1993 | TLU Senior Agricultural Economist/Coordinator: IITA, National Cereals Research and Extension Project (NCREP), Cameroon |
| 1986-1991 | Chief of Party/FSR Economist: University of Arkansas, Small Farming Systems Research Project (SFSRP), Burundi |
| 1986 | Team Leader/Senior Ag. Economist: SECID, member of an external evaluation team of USAID's Seed Multiplication Project in Cameroon |
| 1982-1985 | Chief of Party/Marketing Specialist: Grain Marketing Project, OFNACER, Burkina Faso. SECID/Lincoln University |
| 1984-1985 | Agricultural Economist/Senior Advisor: Partnership for Productivity (PFP) Seed Consultant in Ethiopia and Sudan during the 1984-85 drought/famine |
| 1981-1982 | Assistant Professor: College of Agriculture, Lincoln University, Jefferson City, Missouri |
| 1972-1976 | Accountant/Financial Analyst: Ethiopia; Marketing Officer in ADA integrated Ag. Project in Ethiopia (USAID-funded) and Ministry of Natural Resources |